

## REPORT OF THE GOVERNANCE COMMITTEE

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The Governance Committee met on 8 March 2010.

**Present:** Councillor Jones (Chairman) Councillor Daniel, Reid,  
Tidy and Tutt

### 1. Joint Committee for Appointments to the Sussex Police Authority

1.2 The Sussex Police Authority comprises 17 members, of whom 9 are Council members. The Council Members are appointed by a Joint Committee comprising representatives of East Sussex County Council, West Sussex County Council and Brighton & Hove City Council.

1.2 It is necessary to appoint a Joint Committee to make appointments for a two year period until 31 May 2013 or the abolition of the Sussex Police Authority whichever is the sooner. Appointments need to be considered following the local elections being held in Brighton & Hove on 5 May.

1.3 The Joint Committee comprises nine Members, three of whom are appointed by East Sussex County Council, four by West Sussex County Council and two by Brighton & Hove City Council.

1.4 The Joint Committee, making appointments to the Sussex Police Authority for the two year period until the end of May 2013 or the abolition of the Sussex Police Authority whichever is the sooner, is meeting on 23 May 2011 at 10.00 am and the Governance Committee is requested to recommend to the County Council the appointment of three Members to serve on the Joint Committee. The political balance provisions of the 1989 Act do not apply to appointments to the Joint Committee but authorities have previously based their appointments on these provisions.

1.5 The current political balance based on the report presented to the County Council in June 2009 would therefore allow for two Conservative nominations and one Liberal Democrat.

1.6 The Committee **recommends** the County Council to appoint two Conservative Members and one Liberal Democrat Member to serve on the Joint Committee with responsibility for making appointments to the Sussex Police Authority. The nominated Members are Councillors Jones, Glazier and Tutt.

### 2. Reshaping the County Council: Senior Officer Structure

2.1 The Reconciling Policy and Resources work has demonstrated that the County Council faces significant challenges both financially and in ensuring we are an organisation fit for purpose in future. The context in which the Council is working has changed significantly since the General Election and will continue to evolve, at a rapid pace, in the next few months and years. The

changes to the way schools operate and the choices they will make in the medium term will have a significant impact on Children's Services and the support services. The health reforms potentially mean huge changes to how we work and what we do, particularly in Adult Social Care. The changes to the planning system will potentially have significant impact to the work of Transport and Environment and the need to explore a wide range of new income and financial vehicles will mean new ways of working right across East Sussex County Council. All these changes have been reported in greater detail through the Reconciling Policy and Resources process.

2.2 In addition to these external drivers, the County Council has, as well as agreeing the budget and Council Plan for 2011/12, agreed some key strands of work including strong commitments to:

- enhanced customer focus ;
- greater efficiency;
- applying an evidence based, commissioning discipline for future service shaping and delivery;
- shared services (especially through SE7) and effective partnership working; and
- delivering the service review programme that covers all our current services.

2.3 The combined impact of the external and internal drivers will mean that in the future we will need an organisation with very different structures than the current ones. However, it is likely that most of the detailed implications of major changes will only become apparent over the next two years, therefore making it difficult to predict the precise shape of the organisation we will need.

2.4 Significant structural change inevitably has a major impact on an organisation and brings with it the potential to divert attention, resource and energy away from both service delivery and key change work. The proposals are, therefore, for a reshaping rather than fundamental restructuring of East Sussex County Council at this time, ensuring that we have an organisation that is geared-up to manage the interim period. It is anticipated that most of the structure will last until 2013 but not beyond. In some cases change will be required earlier.

2.5 The key changes proposed are:

**Public Health:** 25 staff led by a Director of Public Health will be seconded to ESCC from the PCTs from 1 April 2011 as part of the NHS reforms. The Director will join the Chief Officer Management Team.

**Economic Development and Skills** team, managed by the Assistant Director for Economy, (together with Trading Standards, Emergency Planning and Travellers Team) will move to the Transport and Environment department. The department will be re-titled "Economy, Transport and Environment". This will bring together the Council's responsibilities for spatial planning, transport, infrastructure and economic development and help us to deliver economic growth in East Sussex through the Local Enterprise Partnership.

**Community Safety:** will transfer to Adult Social Care reflecting the strong existing links to joint commissioning with Health for a range of services.

**Community Services:** management of the registration service will move to the Assistant Director, Libraries and Culture. The post will be renamed Assistant Director, Community Services.

**Joint Resources team:** the resource teams in the Transport and Environment and Governance and Community Services Departments will be configured to support both departments and the new public health team. The joint resources team will also deliver the implementation of some significant capital projects, support the departments' service review programme and support work to develop new models of delivery and strengthen customer focus across the Council.

**Chief Officer Management Team:** a new post, Assistant Chief Executive – Governance and Community Services, will lead both the Governance and Community Services Department and the corporate work to strengthen our customer focus and improve access to services and attend the Chief Officer Management Team. The existing interim Director will remain until the recruitment to the new post is complete. Given the current financial circumstances and new ways of working it is proposed that we revert to the previous arrangement and cease to have a designated Deputy Chief Executive. This will not affect the substantive post of Director of Corporate Resources.

2.6 The proposals are designed to provide medium term stability, bring public health in, allowing a partnership service review to be done, deliver significant savings (at least £400,000 in a full year) and improve efficiency. They will also create additional capacity to drive the work to ensure the County Council is fit for the future whilst still maintaining clear accountability for delivery of service priorities. The reshaping strengthens our work as a single organisation. Benchmarking against other Councils is challenging due to the variation of structures adopted, but the research undertaken suggests the proposals will put us in the mid range of senior management capacity as is appropriate given the scale of change required in the next two years.

2.7 The implementation of the structure will be subject to the formal processes including consultation with staff and operation of our "Managing Change" suite of personnel policies.

2.8 Detailed implementation plans will be developed and, subject to the results of the consultation, it is planned to implement the new structure as soon as the Assistant Chief Executive – Governance and Community Services is in place with potential for some elements (e.g. transfer of Economic Development and Skills) to take place faster. It is anticipated that the whole change will be completed by September 2011.

2.9 The Scheme of Delegation to Officers sets out specific delegations to the post of Director of Governance and Community Services, which will no longer exist. It is therefore necessary to revise the Scheme. It is recommended that those functions proposed for transfer to the new Department of Economy, Transport and Environment that are currently

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delegated to the Director of Governance and Community Services be delegated to the Director of Economy, Transport and Environment, if and when the Department is created, and that the remaining functions delegated to the Director of Governance and Community Services be delegated to the Chief Executive. The same principle also applies to the List of Proper Officers Designated by the County Council. There may in the future also need to be further additional delegations arising out of the Council's new public health responsibilities

2.10 The Committee **recommends** the County Council -

- in respect of non-executive functions to amend the County Council's Scheme of Delegations to Officers and List of Proper Officers as follows:
  - (a) as set out in Appendix 1 Part A on the date of departure of the interim Director of Governance and Community Services;
  - (b) as set out in Appendix 1 Part B upon the change of the current post of Director of Transport and Environment to the post of Director of Economy, Transport and Environment;
  - (c) that any references to the post of Director of Transport and Environment be replaced by Director of Economy, Transport and Environment (upon change of the post)

2.11 The Governance Committee delegated authority to the Chief Executive to implement the changes set out in the report. In order to give effect to this the Council is **recommended** to delegate authority to the Chief Executive to change the name of the current Transport and Environment Department to the Economy, Transport and Environment Department.

Peter Jones  
Chairman

8 March 2010